

Introduction to Managing Environmental Conflict

Overview

Managing Environmental Conflict requires a broad range of skills and abilities including: analyzing the situation to determine the most productive approach; project implementation and management, facilitating groups; communicating effectively to build and maintain working relationships; and finding workable solutions by negotiating from an “interest-based” perspective to satisfy the diverse interests of all parties.

This participatory and interactive course will help develop awareness of the many facets of conflict management including: analyzing, organizing, and steps in implementing environmental conflict resolution and collaborative planning processes; Interest-Based Negotiation (IBN); basic communications survival skills, and resources available. This training exposes those new to Environment Conflict Resolution to the broad range of concepts and skills that one must have to effectively manage environmental conflicts.

Learning Objectives

The objectives for this training include:

- Develop an awareness of the field and practice of Environmental Conflict Resolution (ECR)
- Know how to systematically analyze a situation and identify an appropriate conflict resolution process
- Learn effective conflict management concepts, particularly Interest-Based Negotiation (IBN)
- Develop basic communication skills that help foster long term relationships and help to better manage and resolve conflict

Topics

This course provides an introduction to the following topics:

- History and development of the field of Environmental Conflict Resolution
- Interest-Based Negotiation
- Understanding Conflict
- Communication Survival Skills – Listening & Being Heard
- Initial steps in an Environmental Conflict Resolution (ECR) Process: Analyzing a situation for ECR
- Facilitation Decisions
- Next steps in project management
- Dealing with Common Challenges
- Lessons learned from evaluation of ECR cases
- Resources useful in managing environmental conflict

Recommended reading:

- (1) Fisher, Roger and William Ury. 2003. *Getting to Yes: Negotiating Agreement Without Giving In*. New York, NY: Random House.
- (2) Ury, William. 1993. *Getting Past No: Negotiating with Difficult People*. New York, NY: Bantam Doubleday.

TENTATIVE AGENDA

DAY 1

8:30 am **Course begins**

MORNING

Introductions, Objectives, and Logistics

Welcome!

- *Explore experiences with environmental conflicts and participants' expectations of course*
- *Learning styles and learning objectives*
- *Overview of agenda & materials*
- *Ground rules?*

Presentation/Discussion/Activity:

Defining ECR

- *Discussion in Pairs: Define Environmental Conflict Resolution*
- *Formal vs. informal definitions*

Evolution of ECR Practice

- *Background/History*
- *Timeline of significant events*

Why Use ECR?

- *Costs of unattended conflict*
- *Goals of ECR*

How is ECR Used?

- *Degrees of Collaboration*
- *Changing paradigms*
- *Context*

Break

Presentation/Discussion/Activity: Grounding the Conflict Landscape

- *Examples of ECR Cases: Process and Results*
- *Activity: Brainstorm what works*
- *When ECR works best*
- *When ECR is less appropriate*

Presentation/Discussion/Activity: Understanding Collaboration & Conflict

- *Collaborative attitude/approach*
- *Common causes of conflict*
- *Responses to conflict*

LUNCH on your own (1 hour)

AFTERNOON

Presentation/Discussion/Activity: Interest-Based Negotiation

- *Fundamentals of Interest-Based Negotiation*
 - *Focus on uncovering interests*
 - *Activity: Identifying interests*
 - *Best (and Worst) Alternatives to a Negotiated Agreement*
- *Collaboration Space and Incentive Threshold*

Presentation/Discussion: Initial Steps in an ECR Process

- *Analyzing the situation: Is it appropriate for ECR*
Introduction to San Sebastian Bridge Crossing Scenario

Break

- **Activity: Initial Steps in an ECR Process**
San Sebastian Bridge Crossing Scenario: Identifying interests and alternatives

Presentation/Discussion/Activity:

Communicating for understanding: Essential skills

- *Using the skills: Dialogue*
- *Listening and Being Heard*
 - *Art of asking questions effectively*
 - *Passive and active listening*
- **Awareness Activity: Listening Self-Assessment**
 - *Responding to emotion*
 - *Using non-judgmental/productive language*
- **Activity: Non-judgmental/productive language match-up**
 - *Impact of non-verbal communications*
- **Activity: Essential skills practice (or possibly on Day2)**

4:30 pm **ADJOURN for the day**

Homework: Review:

- *Bridge Crossing Scenario and*
- *Situation Analysis Key Considerations/Questions information in the materials*

DAY 2

MORNING
8:30 am

Welcome back!

- *Activity: Communicating for understanding: Essential skills practice (unless we completed the practice activity on Day1)*

Address questions. Recap of yesterday

Presentation/Discussion/Activity: Initial steps in the ECR Process, continued

- *Analyzing the situation: Is it appropriate for ECR*
- *Key Considerations & Questions necessary to analyzing a situation*
- *Activity: San Sebastian Bridge Crossing Scenario, working in groups*

Outcome: An analysis of suitability for an ECR process
Identify essential stakeholders

Break

Presentation/Discussion/Activity: ECR Project implementation

- *Critical role of facilitation*
- *Selecting 3rd party neutral, if needed*
- *The basics of sponsoring/initiating an ECR process*
- *Activity: San Sebastian Bridge Crossing Scenario, working in groups*
 - Outcome: A next-step plan

LUNCH on your own (1 hour)

Presentation/Discussion: ECR Process management basics

- *Managing the Process*
- *Evaluating progress*
- *Attending to implementation*

Presentation/Discussion: Dealing with common challenges

- *Common miss-steps when collaborating*
- *Lessons learned from the field of ECR: What gets in the way?*
- *Pragmatic challenges with funding and contracting*
- *What we can say about ECR performance: feedback from evaluations*

Break

Presentation/Discussion: Tapping into Resources and Technology

Review of Objectives

Training Evaluation

4:30 pm

ADJOURN